

PERforM GUIDELINES

LAST REVISED June 21, 2007

The Missouri State Employee Online Performance Appraisal System
PERforM
Productivity, Excellence and Results for Missouri



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Introduction

Section 36.340, RSMo requires the Director of Personnel to, "...establish a system of service reports, which shall take into consideration, among other things, the employee's conduct, performance, and output. In such manner and with such weight as shall be provided in the regulations, ratings assigned to such service reports shall be considered in determining salary increases and decreases within the limits established by law and by the pay plan; as a factor in promotional examinations; as a factor in determining the order of layoff when forces must be reduced because of lack of work or funds, and the order in which names are to be placed on reinstatement registers; and as a means of discovering employees who should be demoted, transferred or dismissed. In such manner and at such time as the regulations may require, each appointing authority shall report to the director on the services of employees in their division. Any employee shall be given reasonable opportunity to inspect the records of the department which show the ratings assigned to his service reports."

RSMo, Section 36.510, Subsection 1(5), indicates it shall be the duty of the director to "Assist all state departments in setting productivity goals and in implementing a standard system of performance appraisals."

DRAFT RULE 1 CSR 20-3.050 Service Reports

(1) Establishment and Use of Service Reports. In cooperation with appointing authorities, the director shall establish a system of service reports, herein after referred to as performance appraisals, which shall take into consideration, among other things, the employee's conduct, performance and output. As provided elsewhere in these rules, ratings assigned to performance appraisals [service reports] shall be considered in determining salary increases and decreases within the limits established by law and by the pay plan; as a factor in promotional examinations; as a factor in determining the order of layoff when forces must be reduced because of lack of work or funds, and the order in which names are to be placed on reinstatement registers; and as a means of identifying employees who should be demoted, transferred or dismissed (see section 36.040, RSMo).

(2) Administration of System. [Service reports] Performance appraisals shall be recorded in a statewide database [made in writing in a form] as determined by the director, after consultation with the appointing authorities. Each employee shall be provided with performance objectives and notified of his/her rating for each performance appraisal period. A rating report will be presented to each employee to afford an opportunity to know how his/her work is evaluated, to allow the employee to build on his/her strengths, to enable him/her to correct any weakness, and/or to respond in writing to his/her appraisal.

(3) Annual Performance Appraisals. Employees in the classified service and covered service who are employed on a continuous (permanent) basis and have at least 12 months of service shall receive an annual performance appraisal. The performance appraisal ratings shall be conducted annually during a timeframe as determined by the director, after consultation with appointing authorities. Performance ratings may be conducted more frequently, at the discretion of the appointing authority, except that no other appraisal shall replace the annual performance appraisal. Employees required to have an annual performance appraisal may be exempted due to reasonable circumstances based on criteria established by the appointing authority.

(4) Performance Components. The Director shall prescribe statewide performance components upon which all state employees will be rated. Each employee will be assigned specific performance objectives for each component by his or her immediate supervisor. Performance objectives shall be consistent with the goals and mission of the State, agency of service, division of service, and the specific requirements of the employee's position and shall reflect performance at a successful level. All employees will be rated on five (5) standard components. Supervisors will be rated on additional components, one of which will be an assessment on his or her effectiveness in administering performance appraisals. The rating, with respect for each component, will be calculated in a manner as established by the director to determine each employee's overall performance level.

This document provides detailed information for a standardized, automated system of performance appraisal, in accordance with the above statutory and regulatory requirements, that will hold state employees accountable for continually reaching for the highest levels of performance regardless of their job functions. This automated system will better enable state agencies to address distinctions in performance and implement consistent reporting.

Overview of the Performance Appraisal Process

The primary goal of the performance appraisal system is to provide a standardized approach to evaluating the performance of state employees based upon specific performance objectives.

The Division of Personnel, in conjunction with the Information Technology Services Division, created Productivity, Excellence, and Results for Missouri (PERforM) to facilitate the development of annual performance objectives, and the electronic storage and reporting of employee performance records.

Performance appraisals will be based on the following five (5) performance components* for all employees:

- Knowledge of Work;
- Quality of Work;
- Situational Responsiveness;
- Initiative; and
- Dependability

Employees in supervisory and managerial positions will be rated on the following three (3) performance components*, in addition to the five (5) listed above:

- Performance Planning and Documentation;
- Leadership Skills; and
- Management Skills

Supervisors (Raters) must provide employees with a written planning document containing performance objectives for each of the components at the beginning of every appraisal period. These objectives must be clearly communicated to the employee, and be attainable during the appraisal period.

The Rater will appraise an employee's performance, with respect to the objectives, on a scale of 1 to 10. A rating of 1 for any component indicates an employee failed to fulfill any of the objectives while a rating of 10 indicates an employee not only met the objectives, but did so in manner that significantly improved the efficiency and/or productivity of the organization. Based on an employee's combined rating for all of the components, he or she will be assigned an overall performance rating level:

- Exceptional (Greater than or equal to 9.0)
- Outstanding (Greater than or equal to 7.0 but less than 9.0)
- Successful (Greater than or equal to 4.0 but less than 7.0)
- Needs Improvement (Less than 4.0)

* A detailed description of each performance component can be found in the attached Appendix A.

Once the Rater finishes the performance appraisal, it will be submitted to his or her immediate supervisor (Reviewer) for approval. The Reviewer can approve the appraisal or disapprove the appraisal and recommend or provide any necessary changes to the Rater (the Reviewer cannot physically make revisions to the appraisal in the PERforM system). When the appraisal is approved by the Reviewer, it will be presented to the employee. After the employee, Rater, and Reviewer have signed-off on the appraisal, it is considered complete and must be designated as "Complete" in PERforM by the Rater.

Employees will be given an opportunity to submit a written statement describing why he or she agrees or disagrees with the ratings. If an employee refutes the appraisal, a designated individual (Rater, Reviewer, higher-level manager, or other designee) will review the rebuttal to determine if the rating should be overturned or upheld.

Employees' overall performance ratings may be used as a factor in determining personnel decisions such as:

- Identifying developmental needs/opportunities for employees;
- Identifying employees for promotions;
- Eligibility for within-grade salary advancements;
- Order of layoff and/or reinstatement from layoff;
- Potential disciplinary action.

Performance Appraisal Types

The *PERform* system will accommodate the following three (3) types of performance appraisals:

- Annual – Annual performance appraisals are required and are an official record of the employee's performance. They occur between January 1st and March 31st of each year in accordance with these guidelines. Annual appraisals will aid in personnel decisions as described on page 4.
- Probationary – Probationary performance appraisals are optional in accordance with these guidelines, but may be required by other state or agency policies. They serve to indicate whether the probation should end, be extended, or was unsuccessful.
- Special – Special performance appraisals are also optional in accordance with these guidelines, but may be required by other state or agency policies. Special appraisals may be used to accommodate any type of rating as required by an agency policy or desired by the immediate supervisor. Examples of circumstances for Special appraisals include, but are not limited to, the following:
 - Interim performance appraisal schedule (quarterly, biannual, etc.)
 - Completion of improvement plans
 - Change in supervisor
 - Lateral transfer
 - Leave of absence

PERform will allow one (1) active performance appraisal at a time per appraisal type, per employee, per appointment. These limitations are intended to decrease any confusion the employee may have in determining which objectives he or she is expected to meet.

Employees Required to Have an Annual Performance Appraisal

The criteria for determining who is required to have an annual appraisal is, any employee who:

- Has 12 months of state service by January 1st, based on SAM II Leave Progression Start Date; and
- Is in a benefits eligible position as designated by the agency (Y in Field 8 of the PUD3 window).

Other employees may be directed by state policy or the Director of the Division of Personnel to receive an annual appraisal.

Employees not mandated by the standards above may receive an annual appraisal at the discretion of the appointing authority, consistent with the policies of the agency.

Employees who meet the above criteria will be required to have an annual performance appraisal completed between January 1st and March 31st of each year, unless an exemption is made. If insufficient information exists to determine the rating of the employee on all components, the employee may be exempted from an annual appraisal. In *PERforM* the Rater will be responsible for providing an explanation of the exemption and assigning the "Exempt" status to the employee's annual appraisal, which must then be approved by the Reviewer. The exempted employee should be notified that they will not receive an annual appraisal. Exemptions must be done in accordance with all applicable state and agency policies. Individual agency policy should address standardized exemption criteria for the annual appraisal, such as leaves of absence or transfers/changes occurring within an agency (new division, work unit, or supervisor).

Where supervisors can collaborate within the agency, division, or work unit to rate the performance of an employee, the annual appraisal should occur.

An employee who transfers from one agency to another should have a minimum of six (6) months of service in the new agency to receive an annual appraisal. Employees with less than six (6) months of service in the new agency will be exempted from the annual appraisal unless special circumstances exist.

If the exempted employee is in probationary status, a probationary appraisal may be conducted for the employee at the conclusion of his/her probationary period. The purpose of the probationary appraisal is to provide observations of performance, and to communicate whether the employee has been successful in his/her assigned duties.

If an employee in regular status objects to being exempted from the annual appraisal, the Rater may conduct a special appraisal after sufficient knowledge of the employee's performance is obtained. The employee should be notified of the date his/her special appraisal will occur. Conducting special appraisals will emphasize the importance of the components and objectives to the employee, foster communication with the employee, and provide a baseline for the next

annual appraisal. The employee should understand that the special appraisal does not replace the annual appraisal.

An employee who is exempted from one annual appraisal will receive the next regularly scheduled annual appraisal, unless different circumstances evolve where the employee is again exempted.

Performance Planning

The performance plan consists of a minimum of one (1) performance objective for each required performance component. The objectives are developed by the Rater in accordance with the guidelines outlined in Appendix A.

When developing objectives, Raters should consider the acronym SMART, in that the objectives should be, Specific, Measurable, Attainable, Realistic, and Time-based. The objectives must focus on position specific assignments, tasks, goals, or projects that the employee is expected to complete during the appraisal period and should be consistent with the organizational goals and mission. The Rater should also take into consideration the information contained in the Position Description Form and the class specification associated with the employee's position.

Typically there are three (3) types of performance objectives, Routine, Project, and Developmental.

Routine Objectives

Routine objectives are based on usual tasks or assignments that the employee is expected to accomplish on a regular basis. These objectives are typically consistent from one appraisal period to the next and are part of the employee's day-to-day processes.

Project Objectives

Project objectives are based on specific assignments that have been accomplished or that meet a specified stage of completion during the appraisal period. These objectives usually change significantly or are replaced from one appraisal period to the next. In some cases, project objectives may evolve to become routine objectives in later appraisal periods after a project has surpassed the implementation phase.

Developmental Objectives

Developmental objectives are chosen to enhance the employee's performance and prepare the employee for future positions and growth within the organization. Raters and employees should work together to determine if or when developmental objectives should be part of the employee's performance plan.

Performance objectives should be plainly stated. The objectives should be clearly communicated to the employee to ensure that he or she has a clear understanding of what is necessary to achieve or exceed a successful rating for each performance component. The Rater, Reviewer, and employee shall document this communication by signing the performance plan document.

A written performance plan should be presented to an employee within the first 30 days of appointment (new hire, transfer, promotion, etc.).

For each subsequent appraisal period, the employee should be provided a new, signed copy of their annual performance plan. This must be done even if there are no changes

to the objectives. It is recommended that objectives be evaluated with employees in conjunction with the review of appraisal ratings for the previous performance period, but no later than March 31st of each year.

Performance objectives can be modified anytime during the appraisal period; however, a new performance plan document should be printed and signed anytime changes are made to performance objectives.

When employment changes occur, objectives developed for an employee will be transferred to his/her new Rater. Often, this will require the new Rater to revise the existing objectives to reflect new expectations.

Performance Updates and Documentation

The Rater should monitor the performance and development of employees to see if established performance objectives accurately reflect the needs of the position and the employee. Revisions to objectives should be considered when: the employee's position title is reallocated; job duties have changed; the immediate supervisor (Rater) has changed; or the employee has exhibited undesirable conduct. Each time objectives are revised, a new Performance Planning document should be printed and signed by the Rater, Reviewer, and employee.

Revisions to performance objectives should be SMART, meaning Specific, Measurable, Attainable, Realistic, and Time-based. The objectives should focus on position-specific assignments, tasks, goals, or projects to be completed during the appraisal period and consistent with organizational goals and missions.

When changes occur to an employee's position title and/or job duties, the Rater should take into consideration the information contained in the Position Description Form and the class specifications associated with the position when developing revised objectives.

To ensure employees have a clear understanding of what is expected of them, objectives should be reviewed when there is a change in his or her immediate supervisor (Rater). If the new Rater has different expectations than those of the previous Rater, the new objectives should be communicated in person with the employee and a new Performance Planning document should be printed and signed by the Rater, Reviewer, and employee.

The Rater's fair and balanced documentation of the employee's performance throughout the appraisal period will assist the Rater in accurately evaluating and scoring each of the employee's job components during the rating period. While written documentation can identify areas of concern or record an employee's developmental needs, it should also serve to recognize and acknowledge specific employee accomplishments. To ensure the employee is consistently aware of how he or she is performing, the Rater and employee should discuss the Rater's observations about the employee's performance on a regular basis.

Observation and documentation of undesirable conduct exhibited by an employee can determine if a performance improvement plan (Special Performance Appraisal) is required to help the employee improve his or her job performance. Revised or new objectives established for a Special Performance Appraisal should address the employee's undesirable behavior and communicate the specific improvement the employee is required to achieve. However, the use or creation of a Special Performance Appraisal does not override the performance objectives established for the employee on the primary Performance Planning document which is used to conduct his or her annual performance rating.

Conducting Performance Appraisals

The evaluation of an employee's performance should be based on continuous observation, feedback, and documentation during the appraisal period.

Observations should identify positive and/or negative changes in job performance, conduct, and work habits. The Rater should provide feedback to employees and record his or her response (understanding, agreement, and/or commitment) to the observations. Documentation will assist in capturing the overall performance of the employee, rather than only current observations.

Appraisals should portray work performance rather than personal characteristics. Specific work-related conduct and behavior (undesirable and desirable) should be recorded. The Rater should address undesirable conduct by describing conditions in which an employee's behavior has affected performance and be specific about required improvement. The Rater should reinforce desirable conduct of employees by recognizing and praising positive behavior.

Once the Rater finishes the performance appraisal, it will be submitted to the Reviewer for approval. The Reviewer can either approve the appraisal or disapprove the appraisal and recommend or provide any necessary changes to the Rater (the Reviewer cannot physically make revisions to the appraisal in the *PERforM* system). The final appraisal ratings must be approved by the Reviewer before being communicated to the employee.

The approved and signed performance appraisal should be presented to the employee with any applicable documentation that supports the ratings. The employee must sign the appraisal at the time it is presented to affirm the rating discussion occurred and was furnished with a copy of his/her performance appraisal document. To indicate the conclusion of the performance appraisal rating processes, the Rater will change the appraisal status to "Complete."

Employee Response

If the employee disagrees with his or her appraisal rating, the employee will be allowed five (5) working days to respond in writing to a designated individual (Rater, Reviewer, higher-level manager, or other designee) as defined by individual agency policy regarding his or her performance appraisal.

If the employee's concern is valid, the designated individual will respond to the employee in writing indicating that the appraisal has been overturned and a revised appraisal will be completed to replace the original rating. The Rater will mark the appraisal as "Overturned" and PERforM will change the status from "Complete" to "In Progress." The Rater will re-evaluate the components that were challenged by the employee, requiring the appraisal to flow through the normal appraisal process. If the appraisal is upheld, the employee will receive a written response from the designated individual which, at a minimum, will acknowledge the employee's concern and provide the final determination stating the rating was upheld. This documentation, along with the employee's rebuttal, will be filed with the employee's appraisal as a permanent record. The performance appraisal will remain in "Complete" status.

For annual appraisals, this process must be completed by March 31st of the current rating period. For all other appraisal types, the response must be completed within a reasonable timeframe as determined by individual agency policy.

Existing labor agreements or agency policy may provide for grievances of performance appraisals beyond the guidelines outlined above.

Annual Performance Appraisals

The annual performance period will correspond with the calendar year, beginning January 1st and ending December 31st, with the rating period occurring between January 1st and March 31st of the following year. All employees who meet the requirements for an annual appraisal, except those individuals approved for exemption, will be rated. The performance objectives that apply to the annual appraisal period are those that appear on the most recent Performance Plan document which has been signed by the employee, Rater, and Reviewer.

Employees approved for exemption, in accordance with all applicable state and agency policies, should receive a performance appraisal rating at a more opportune time to ensure that the employee has a clear understanding of his or her objectives. For more specific information concerning exemptions, please refer to pages 6 and 7.

The Reviewer will conduct performance ratings when the Rater is on a leave of absence during the majority or all of the rating period. When the Reviewer is on a similar leave of absence, the same chain of command will be in place. In effect, the Reviewer's immediate supervisor will act as the second approval in the performance appraisal process. If the Rater's or Reviewer's employment status is Leave of Absence, PERforM will automatically adjust the user role and/or employee list when this chain of command is necessary. In situations where the leave of absence is captured through the entry of leave events, updates to the PUD3 window in SAM II will be required.

Employment changes during the annual rating period (January 1st through March 31st) may affect annual appraisals. If an employee changes positions and his/her annual appraisal is incomplete, the Rater who supervised him/her during the appraisal period is responsible for completing the annual appraisal. However, when the employee remains in the same position and the supervisor changes, incomplete annual appraisals will be reviewed by the new rater. The completion of the annual appraisal, including ratings or exempt status, should be consistent with policies of the agency.

Percentage Distribution Cap

The new performance appraisal system was established to address concerns that past ratings were ineffective, or did not accurately illustrate the distribution of employees among the various performance rating categories.

Management of performance planning should primarily focus on the accuracy and completion of the performance appraisals of subordinate staff to support management, staffing and career development decisions. *PERforM* will more consistently capture the performance of state employees by using standardized components.

In conjunction with *PERforM*, a percentage distribution cap was created to allow up to 39% of an agency's employees (who are required to receive an annual performance appraisal) to be rated in the Exceptional and Outstanding categories combined. The statewide percentage distribution will compel agencies to more closely monitor the number of employees who actually merit this distinction.

The Director of the Division of Personnel will monitor application of the percentage distribution cap. When special circumstances affect an agency's ability to meet the provisions of the cap, a one-time exception may be authorized by the Director. In this circumstance, the Director will consider the agency's request and make a final determination.

It is the expectation that through the use of *PERforM* combined with the percentage distribution cap, agencies will have a better understanding of their workforce to support management decisions. In effect, agencies will be able to identify employees who are performing at established levels of successful performance and above; and implement strategies to assist employees who require development/improvement in one or more components of their jobs.

Appraisal Records

Official Performance Plan documents and Performance Appraisal documents are kept in hard copy at the organization's Human Resource office. This information is also stored electronically, and status history can be accessed in report form.

The retention of personnel files are governed by the State of Missouri, Records Retention and Disposition Schedule.

User Groups and Reporting

The System Administrator Group will include designated individuals of the Division of Personnel. These individuals will have access to information for all employees in the PERforM system.

The Agency Administrator Group will include individuals designated by agency/organization. These individuals will have access to information for employees specific to their agency/organization. Within their agency, the top level designees maintain appropriate users in their administrator group, maintain delegate raters, troubleshoot employee logon problems (security--validating employees, PUD3 maintenance, etc.), search for appraisals, and have reporting capabilities. The access for the lower level designees is restricted to report utilization only.

The Rater/Reviewer Group consists of individuals with supervisor responsibilities. These individuals will have access to information for specific employees under their authority.

The Delegate Rater Group will include individuals designated by agency/organization to perform data entry of annual performance appraisal ratings by job component when normal processes of developing objectives, rating performance, and/or approving appraisals cannot be completed in the PERforM system by the Rater and/or Reviewer.

Standard reports are available in PERforM, with access being designated by the user's security level.

For regular use, reports can be utilized to provide the appraisal history of an employee.

During the rating period, reports will assist in monitoring the status of performance appraisals. They will identify the number of performance appraisals that are exempt, complete, pending/incomplete, or missing.

At the end of the rating period, when all appraisals are complete, the Division of Personnel and each applicable agency can review and analyze statistical reports to develop and supplement personnel-related recommendations regarding the performance of state employees.

Appendix A

Performance Rating Components

Rating Component	Description
Knowledge of Work	<p>Addresses the employee's technical knowledge of the required job functions performed as well as the general understanding of the policies, procedures and processes as they relate to the overall mission of the organization. This component should address the employee's ability to obtain new skills and further develop existing skills through attending and successfully completing optional or required training as well as the employee's ability and willingness to share knowledge with team members.</p> <p>Guidelines for developing Performance Objectives:</p> <ul style="list-style-type: none"> ▪ Successfully completes formal training sessions or fulfills prescribed continuing education requirements. ▪ Trains other staff on policies and procedures or use of equipment. ▪ Obtains required certifications or licenses. ▪ Uses expertise to make a work process more efficient by reducing costs, reducing lead times and/or improving accuracy. ▪ Is aware of and uses available resources to find answers, solutions and ideas.
Quality of Work	<p>Addresses the level of accuracy and proficiency with which the employee completes assigned work.</p> <p>Guidelines for developing Performance Objectives:</p> <ul style="list-style-type: none"> ▪ Ensure projects are completed on time. ▪ Day-to-day activities occur as scheduled. ▪ Work products (e.g. reports, registrations, inspections, etc.) are complete, accurate, timely and understandable. ▪ Reduce workplace injuries. ▪ Reduce incidents of client/resident/inmate abuse and neglect. ▪ Assessment of the consequence of errors upon operations, reports, service delivery, etc.
Situational Responsiveness	<p><i>This is the broadest component and provides an opportunity to consider the employee's ability to exhibit stability and consistency of performance under pressure, challenge, opposition, confrontation, heavy work load, criticism and changing priorities.</i></p> <p>Addresses the employee's skills and abilities to respond to internal and external stakeholders, develop and maintain effective relationships, respond to inquiries and circumstances as necessary as well as the employee's ability to tolerate stressful situations, adapt to changes and remain alert and aware of his or her surroundings. This includes the employee's proficiency and accuracy of written and verbal communication as well as the employee's ability to maintain the appropriate balance between tact and firmness.</p> <p>Objectives for this component can vary depending on the mission and focus of the particular position. This component encompasses the performance related accomplishments/problems typically associated with the employee's work attitude and demeanor that can be difficult to objectively evaluate on their own.</p>

Rating Component	Description
	<p>Guidelines for developing Performance Objectives:</p> <ul style="list-style-type: none"> ▪ Respond to/track customer complaints and concerns. ▪ Provides effective customer service. ▪ Maintain appointment schedules to reduce customer wait times. ▪ Effectively communicate with family members of clients/residents/inmates. ▪ Exhibits a willingness to work in teams. ▪ Communicates openly and honestly with superiors, peers and subordinates. ▪ Does not show bias or favoritism toward any groups or individuals. ▪ Exhibits approachability toward staff and actively listens to new ideas. ▪ Does not intentionally avoid needed negative or unpleasant interaction. ▪ Understands the need for and values diversity in the workplace. ▪ Maintains a professional attitude when receiving new assignments. ▪ Remains calm and reasonable in tense situations. ▪ Delivers negative feedback to subordinate staff in a constructive and private manner. ▪ Is able to shift focus based on the priorities of the organization without negatively impacting the organization's mission. ▪ Is willing to accept constructive feedback. ▪ Participates, contributes and listens during meetings, presentations, training and other group discussions (includes not answering cell phones or holding side-bar discussions). ▪ Is attuned to potential security breeches in a prison or psychiatric hospital. ▪ Proactively address health and safety risks prior to injuries.
Initiative	<p>Addresses the employee's ability and desire to actively seek out new solutions, tasks, opportunities or development that improve the organization's ability to accomplish its mission in a more effective and efficient manner as well as improve the employee's value to the organization by furthering his or her own professional development.</p> <p>Guidelines for developing Performance Objectives:</p> <ul style="list-style-type: none"> ▪ Employee seeks to assist team members and supervisors beyond the regular position requirements. ▪ Looks for opportunities to improve processes that lead to reduced costs, reduced lead times and/or increased accuracy. ▪ Acts independently without specific instruction, as appropriate. ▪ Employee is results oriented, where applicable. ▪ Notices problems and develops options for potential solutions.
Dependability	<p>Addresses the employee's ability to complete assignments accurately and on-time as well as the employee's ability to follow required procedures and guidelines. This area may also be used to assess the employee's attendance for attendance sensitive functions.</p> <p>Guidelines for developing Performance Objectives:</p> <ul style="list-style-type: none"> ▪ Meet prescribed project deadlines as assigned. ▪ Responds to inquiries (calls, emails, etc.) from stakeholders in a timely manner. ▪ Arrives to work on time and minimizes unscheduled absences. ▪ Schedules sick and annual leave responsibly. ▪ Does not abuse sick leave.

Rating Component	Description
The following rating components will only be used in addition to the above components to rate supervisors who have performance appraisal authority over one or more employees.	
Performance Planning and Documentation	<p>Addresses the employee's ability to ensure adequate supervision of staff, primarily focusing on the accuracy and completion of the performance appraisals of subordinate staff.</p> <p>Guidelines for developing Performance Objectives:</p> <ul style="list-style-type: none"> ▪ Performance appraisals of direct reports are completed on-time. ▪ Distribution of overall performance rating scores of all direct and indirect subordinates conforms to the guidelines as indicated by the statewide policy. ▪ All performance rating appeals are resolved prior to fiscal year end. ▪ Performance objectives are clearly outlined and communicated to employees at the beginning of each appraisal period.
Leadership	<p>Addresses the employee's ability to effectively motivate, direct and enhance the performance of employees.</p> <p>Guidelines for developing Performance Objectives:</p> <ul style="list-style-type: none"> ▪ Clearly communicates directions but allows staff to complete assigned work. ▪ Delegates effectively. ▪ Motivates direct reports, peers and other team members. ▪ Identifies and provides professional development opportunities for staff. ▪ Does not avoid necessary unpleasant discussions and actions.
Management Skills	<p>Addresses the employee's ability to oversee a process or project; the ability to organize, plan and strategize; exhibit judgment and independent discretion; and use resources effectively.</p> <p>Guidelines for developing Performance Objectives:</p> <ul style="list-style-type: none"> ▪ Clearly assigns and identifies areas of responsibility for all staff. ▪ Sets clear objectives and measures. ▪ Monitors processes, progress and results. ▪ Clearly sets and communicates priorities or organization. ▪ Makes timely and consistent decisions that lead to favorable results. ▪ Probes multiple sources to obtain answers. ▪ Objectively evaluates data and information without allowing expected or desired outcomes to bias analysis. ▪ Effectively manages time of self and all direct or indirect reports. ▪ Avoids duplication or redundancies of work. ▪ Regularly seeks out opportunities to reduce operating costs without decreasing services. ▪ Staff is able to obtain necessary supplies, equipment and training to perform effectively.